

ATTACHMENT "A"
RECOMMENDED IMPROVEMENTS TO WESTSIDE SERVICES

IMMEDIATE SERVICE ADDITIONS

1. Add a Neighborhood Inspector position to allow pro-active code enforcement on a small scale targeted at individual multi-family housing based on lessons learned from the Rental Renaissance Program. Program refinement is needed to avoid unmet expectations of residents and assure that area residents and staff clearly understand program parameters. Specific Rental Renaissance areas could be established after program goals and performance measures are refined. This is particularly important if an area will not qualify as an NIA/RDA. In the future, it is possible that an additional Community Prosecutor may also be needed. Grant funds may be available to assist owners with rehabilitation of properties. A General Fund contingency allocation of \$66,000 for staff and equipment will be needed in 2004-05. Full-year ongoing costs are estimated at \$71,000.
2. Add a Community Worker position to expand the citywide Good Neighbor Program. This program embraces the great diversity of our community and helps new and long term residents understand and respect each other's differences. This will meet current workload demands and assure program continuity in the event of staff turnover. A General Fund contingency allocation of \$51,000 for staff and equipment will be needed in 2004-05. Full-year ongoing costs are estimated at \$46,000.
3. Readjust existing staffing as necessary in Neighborhood Services to improve enforcement of vending in the right-of-way in problem areas. This would also include a \$20,000 allocation of General Fund contingencies for overtime. This funding level would continue in 2005-06.
4. Add a Program Manager in Neighborhood Services to expand the use of existing tools such as formation of new neighborhood associations, development of fight back proposals, and utilization of various housing rehabilitation and neighborhood revitalization funds. For example, this position can assist neighborhoods in identifying projects and accessing funding for infrastructure projects. This position will also begin work needed to assist staff and community members in the development of potential new tools for implementation of a revitalization program and strategy. A General Fund contingency allocation of \$52,000 is requested for 2004-05 salary and equipment costs. Full-year ongoing costs are estimated at \$95,000.
5. Add already identified eligible Westside properties to the current year historic preservation survey and designation plan.
6. Add two additional inspectors to the Development Service's Department non-permitted construction team to improve timeliness of response to resident complaints. Development Services Funds will be used to fund the estimated 2004-05 cost of \$144,000 for salaries and equipment. Ongoing costs are estimated at \$153,000.

7. Continue current staff efforts to analyze and improve processes for addressing non-permitted construction cases and develop recommendations for enhancements. These improvements should include streamlining and centralization of the complaint process to assure all complaints are addressed in an efficient, timely, and customer-service oriented manner.
8. Upon implementation of improved processes for addressing non-permitted construction, develop an outreach campaign to inform residents of the availability of the service and disseminate contact information.
9. Study the possibility of proactive enforcement of non-permitted construction and potential improvements to abatement of hazardous properties and bring forward recommendations to Mayor and City Council. As part of the study, consider implementation of a pilot program on the Westside.
10. Add a coordinator position to the Director's Office of the Street Transportation Department to help find creative solutions to neighborhood traffic concerns. The position will provide education, community outreach, and assistance to neighborhoods. The coordinator will team with NSD to help residents access already available resources and act as a problem-solver. Estimated 2004-05 salary and equipment costs are \$80,000; full-year ongoing costs are estimated at \$92,000. Costs will be funded with AHUR funds.
11. Add an Environmental Specialist in Public Works to improve enforcement of illegal dumping violations as well as implement an enhanced education initiative emphasizing the prevention of code violations and illegal dumping. Estimated 2004-05 salary and equipment costs are \$85,000. Annual, ongoing costs are approximately \$56,000. Costs will be funded with Solid Waste funds.
12. Add a dedicated, roving Solid Waste crew to address illegal dumping in alleys and "hot spots" throughout the City on a proactive and emergency basis. The crew would also work with neighborhood groups on neighborhood-organized alley clean-ups. Estimated 2004-05 salary and equipment costs are \$412,000; and full year, ongoing costs are about \$152,000. Costs will be funded with Solid Waste funds.
13. Look for opportunities for development of percent-for-art projects in the Westside area and move up funding in the current program as needed.
14. Add three new Park Rangers to increase monitoring of heavily used parks on week-ends. 2005-06 costs are estimated at \$166,000. Ongoing costs are estimated at \$110,000.
15. Develop and implement a new Volunteer Park Ranger Program. This program would be piloted on the Westside, and could be expanded to other areas of the city if successful. Estimated 2004-05 costs of a new Recreation Coordinator position and needed staff and equipment are at \$25,000. Full year costs are estimated at \$45,000.
16. Develop and implement an education and enforcement program to reduce the number of vehicles parked illegally for sale in the public right-of-way. (The Police Department has already completed much of the work to develop this program.)

MID-TERM SERVICE IMPROVEMENTS

17. Evaluate the need for additional citywide after school recreation programs. Decisions on where to place sites would, once again, include consideration of the criteria recommended by staff and the Phoenix Youth and Education Commission in 1999. This criteria includes cooperation of school district or other hosting entity, free use of facility, non-duplication or competition with other after school programs in the site area, crime statistics, and other factors. Many factors have changed since after school recreation programs were originally sited, including new schools that have come online due to growth. Therefore, this evaluation should be done on a citywide basis. Parks and Recreation staff will bring forward a proposed strategy to address these needs to the Mayor and City Council as part of the 2005-06 budget process. A multi-year funding strategy similar to that developed in 1999 will be required.
18. Add landscape maintenance crews in the Parks and Recreation and Street Transportation Departments to address community complaints about unkempt landscaping in the medians and right-of-way. The Parks crew will be dedicated to the Westside; the Street Maintenance crew will increase resources by 50% and will increase capacity citywide. A new program to scale palm trees to reduce debris in the right-of-way is included in this addition. Mid-term implementation of this program will allow staff to develop a plan for phasing in this new maintenance activity citywide.
19. As part of the expansion of the Good Neighbor Program, form a partnership between NSD and the Parks Department to develop festivals and community events to celebrate the history and unique characteristics of the area.
20. Add a Program Manager and support staff to the Community and Economic Development Department to help expand and grow existing businesses on the Westside. New staff would also initiate research, identify potential funding sources, and develop options for new commercial revitalization efforts. The combination of this two-pronged approach will add jobs and expand the economic base of the Westside. As part of this research, explore the use of New Market Tax Credits for revitalization projects. Information gained from these efforts could ultimately be applied to areas across the city in need of major revitalization efforts. Full-year costs are estimated at \$165,000.
21. Identify funding in the current bond program which may be available for addressing current infrastructure needs, such as traffic calming, street lighting, new parks such as the Camelback Ranch Regional Park, and other issues. Move projects forward in the bond program as necessary. The advancement of some projects, such as a regional park, will advance operating costs as well.
22. Look for opportunities to increase the funding for major blight elimination projects. During the last few budget years, General Funded blight elimination funds have been reduced from \$500,000 to \$103,000 annually. A multi-year funding strategy may be necessary.

23. Develop a pilot program and identify needed resources for pro-active blight elimination in non-target areas on the Westside. Based on lessons learned from the pilot, this program could be expanded citywide in the long-term.
24. Look for opportunities to increase funding for youth employment. Currently the Human Services Department offers the Stay in School Small Business Youth Employment Program, Summer Youth Employment, and the Student Work Study Program to provide young employees exposure to work and job skills. During the past few difficult budget processes, funding for youth employment was reduced from \$1.6 million to \$1.4 million. Although these are citywide programs, a large percentage of the applicants reside on the Westside. Staff will look for opportunities to restore as well as increase funding for these programs.
25. Develop and implement strategies identified by the School to Work Task Force to improve participation of Westside businesses in youth employment. The Stay in School Small Business Program provides vouchers to businesses to hire youth ages 16 to 21. There is a need for more businesses from the Westside to participate in the program. Human Services staff is currently participating on the Council District 5 School to Work Task Force that will propose recommendations to address Westside youth employment issues.
26. Look for opportunities to expand the number of sites that provide assistance to residents in applying for the federal earned income tax credit. A pilot program that focused on the Westside was very successful. Staff will develop options for expanding this volunteer program to other locations.
27. Develop and implement strategies to prevent drug related crimes. This could include the addition of a drug enforcement squad. The number of drug related offenses is somewhat higher in the survey area compared to citywide averages.
28. Continue current staff efforts to improve the coordination and expansion of the use of radar trailers to mitigate speeding on collector streets. The Police, Street Transportation and Budget and Research departments are working on study recommendations that will be presented to City Council Transportation Subcommittee in the next few months.

DEVELOPMENT AND IMPLEMENTATION OF LONG-TERM IMPROVEMENTS

29. In cooperation with the community define smaller, prioritized target areas within the Westside and identify unique characteristics and needs. Within these target areas, define revitalization strategies and tools and specific action needed to address area issues. Begin work in highest priority area, and expand areas only as standards are met in initial areas.
30. Incorporate the results of the planned historic surveys and designations into the identification of target areas.
31. In the next bond program, consider the development of Westside cultural and performing facilities.

32. In the next bond program, increase per-capita parks acreage, recreation and multi-generational facilities, and swimming pools to address population densities and bring newer amenities to the area.
33. Explore the potential benefits of circulator buses and light rail to the Westside and consider these benefits in the development of transit funding priorities. Consider the potential for circulator buses to improve access to libraries as well as provide access to other West Valley cities, to Westside shopping, and to Park and Ride Facilities.
34. Develop and implement long-term strategies for increasing the commercial base on the Westside. This would include protecting and expanding existing small businesses and expanding the availability of jobs and the overall economic base.
35. Look for new kinds of tools tailored for redevelopment projects and job creation. Such incentives may include techniques used by other cities such as providing assistance to developers with research and community outreach, development of a community approved plan with improvements to public infrastructure and public amenities, abatement and increment financing, and credits. Where necessary, pursue state legislative changes to allow provision of important economic redevelopment tools.
36. In order to implement these strategies, additional funding will need to be identified. A separate strategy for identifying funding alternatives must be developed. This strategy may include requests for funding in the next bond program, identification of additional grant funding, identification of opportunities for leveraging various funding sources with private development funds where possible, and pursuit of legislative changes.